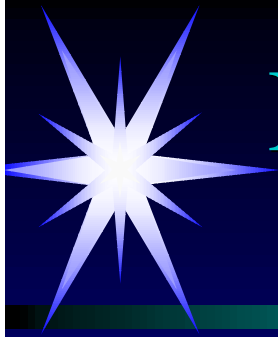




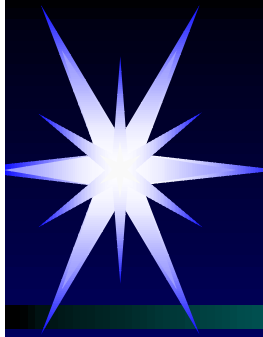
Employee Relations and Employee Assistance Programs

Identifying and Dealing with
Employee Problems and Problem
Employees



Dealing with Employee Problems and Problem Employees

- Why?
- Employee Relations Tools
- Principles of Corrective Actions
- Steps to Follow
- Resources
- Employee Assistance Program Overview
- Group Exercises



Employee Relations Is ...

The personnel function that centers on the relationship between management and individual employees

- benefits (retirement, awards, insurance, workers compensation, etc.)
- employee problems
 - performance
 - conduct



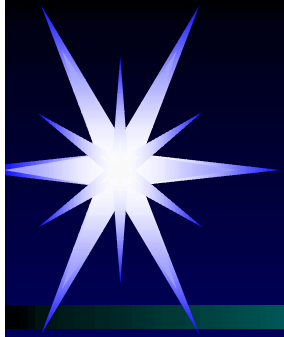
Common Conduct Problems

- Misuse of Government Resources
- Inappropriate/Threatening behavior
- Excessive Absenteeism/Leave abuse
- Insubordination/Failure to follow procedure
- Drug/alcohol related misconduct



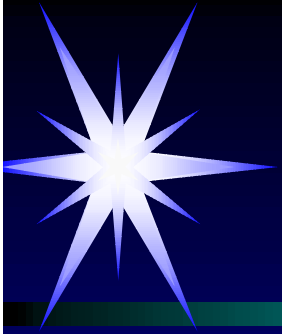
Why Deal with Employee Problems?

- Management Responsibility
- Performance of Organization
- Morale



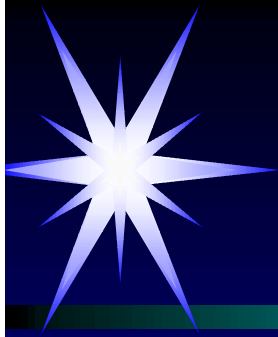
Management Responsibility

- Supervisors are delegated responsibility for initiating corrective action
 - merit principles
 - Center policy
 - continuing management responsibilities



Management Responsibilities

- Merit Principles
 - maintain high standards of integrity, conduct and concern for public interest
 - manage efficiently and effectively
- Center Policy
 - take appropriate action regarding all conduct issues that potentially may affect accomplishment of mission
- Continuing Management Responsibilities
 - Controlling
 - Human Resources Management



Negatively Impacts Organization

Examples

Misconduct

- Misuse of resources
- Inappropriate/threatening behavior
- Absenteeism
- Insubordination

Potential Impacts

- Waste/abuse
- Disruptive (safety, complaints, etc.)
- Missed deadlines
- Undermines authority

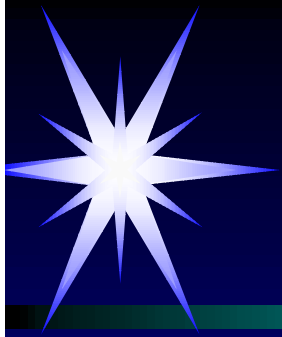
**ALL MISCONDUCT NEGATIVELY IMPACTS
ABILITY TO MEET MISSION REQUIREMENTS**



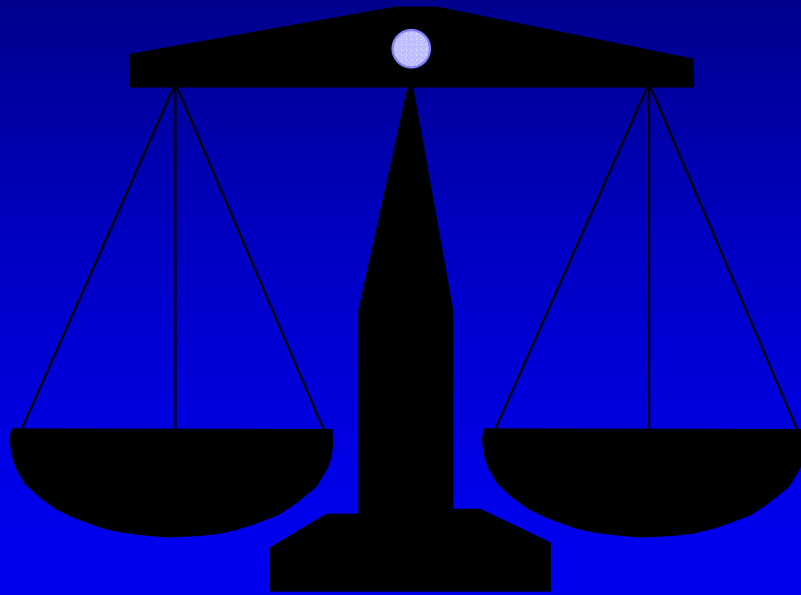
Negatively Impacts Morale

Perception of Unequal Treatment By
“Good” Employees May Result In:

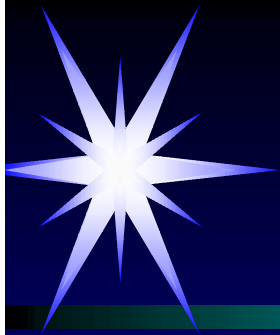
- Lower productivity
- Loss of “good” employees
- Loss of respect in management
- Greater stress on “good” employees
- Loss of motivation to be productive employees



Weigh the Options



- Small difficulties can become major problems if left unresolved
- Inaction is NOT the answer
- Early problem identification and intervention can result in more efficient & effective organization



Keys to Dealing with Employee Problems



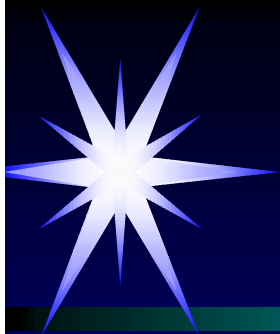
- Set & Communicate Standards of Behavior
- Hold Employees Accountable
- Document! Document! Document!
- **CONTACT OHR FOR ASSISTANCE**



Employee Relations Tools

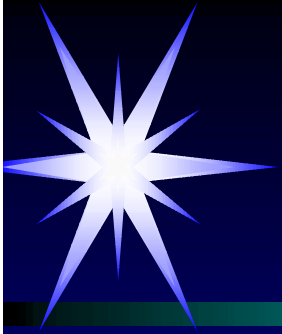
Dealing With Employee Problems

- EAP Referral
- Probationary Period
- Documentation
- Informal Action
 - Counseling
 - Oral Admonishment
 - Letter of Warning
 - Letter of Requirement (e.g., Leave Restriction)
- Management Support Team (MST)
- Formal Actions
 - Reprimand
 - Disc. Suspension (14 days or less)
 - Alternative Discipline
 - Adv. Act. Suspension. (More than 14 days)
 - Change to Lower Grade
 - Removal
- Last Chance Agreements



Document! Document! Document!

- Communicate policy, procedure or expectation
- Gather Information of potential violations
- Inform employee of inappropriate behavior
 - identify how employee deviated from policy, procedure or expectation
 - re-emphasize/clarify expectations
 - state continued behavior will not be tolerated & outline consequences
- Document discussions in writing
 - sign, date and annotate with date discussed and presented
 - provide copy to employee
 - maintain in supervisory record



Alternative Discipline

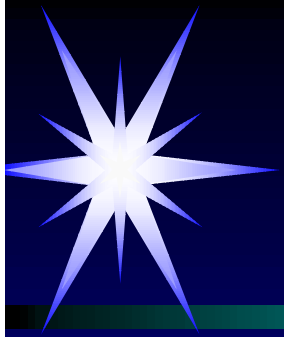
- Use of Letters of Discipline in lieu of formal suspensions up to 14 days
 - Less adversarial (no loss of pay)
 - Less disruptive (no loss of productivity)
- Holds same weight and effect of suspension
- Temporary record - 2 years in OPF
- Norm for proposed suspensions of 14 days or less unless employee demonstrates does not understand seriousness of actions



Management Support Team



- Representatives of OHR, Security, Legal, EEO, Health Services, EAP, etc.
- Assist manager when dealing with serious misconduct
 - gather information
 - stabilize situation
 - assess information in determining appropriate action
 - assist in effecting action



Principles of Corrective Action

- Objective is to correct NOT punish
- Use minimum penalty necessary to correct misconduct
- Normally use progressive discipline
- Serious misconduct can warrant removal
- Discipline should promote the efficiency of the service



Steps to Deal with Employee Relations Issues

1. Set & Communicate Expectations
2. Identify Inappropriate Conduct
3. Contact OHR for Assistance
4. Gather Facts (use available resources)
5. MST (if necessary)
6. Determine Action (including Penalty)
7. Take/Propose Action
8. Consider Employee Reply (if applicable)
9. Decision Issued/Action Effected

*EAP Referral/Contact may occur at any step



Resources

- OHR: Lori Pietravoia 3-2506
- EAP
- Subject Matter Experts
 - Legal
 - Security
 - Safety
 - EEO